

# UNHCR's 2020-2021 Financial Requirements

## BUDGET

This Global Appeal presents the proposed budgets for the 2020-2021 biennium—\$8.668 billion and \$8.616 billion for 2020 and 2021 respectively—based on a global needs assessment of people of concern in the first quarter of 2019. It presents as well a summary of the current budget for 2019, which is \$8.636 billion as of 30 June 2019.

This chapter provides details on the financial resources UNHCR will require in 2020 and 2021 to provide people of concern—refugees, returnees, stateless persons, internally displaced people, as well as others of concern—with protection, assistance and solutions.

It also provides an overview of the planning process, and the priorities for mobilizing resources from government and private sector donors.

More detailed information on UNHCR's programmes and priorities is available in the "Biennial programme budget 2020-2021 of the Office of the United Nations High Commissioner for Refugees", which was adopted at the 70<sup>th</sup> session of the Executive Committee. Information at the regional level is available in the regional and thematic chapters in this publication, and at the sub-regional and country levels on the Global Focus website, UNHCR's main operational reporting platform for donors.

More detailed information available here

The 2020-2021 budget



Global Focus



TABLE 1 | PLANNED NUMBERS OF PEOPLE OF CONCERN 2018-2021

	(in thousands)			
	2018	2019	2020	2021
	Actual	Current	Planned	Planned
<b>PEOPLE OF CONCERN</b>				
Refugees <sup>1</sup>	20,361	21,061	20,935	20,400
Asylum-seekers (pending cases)	3,503	4,217	4,961	5,669
Returnees (arrivals during year)	594	1,615	2,264	2,687
Persons under UNHCR's statelessness mandate <sup>2</sup>	3,851	3,745	3,663	3,546
Internally displaced people (IDPs) <sup>3</sup>	41,425	42,174	39,095	36,288
Returned IDPs (during year)	2,313	3,733	4,913	5,634
Others of concern <sup>4</sup>	3,776	5,921	6,634	7,789
<b>TOTAL</b>	<b>74,792</b>	<b>82,467</b>	<b>82,467</b>	<b>82,014</b>

<sup>1</sup> Includes people in refugee-like situations.

<sup>2</sup> In 2018, the figure excludes 906,635 stateless refugees from Myanmar in Bangladesh and 125,000 stateless IDPs in Myanmar, who are accounted for under the lines "refugees" and "IDPs" respectively.

<sup>3</sup> Includes people in IDP-like situations.

<sup>4</sup> The figure includes Venezuelans displaced abroad (2.6 million in 2018). Others of concern also include host communities and people in transit with protection needs.

Note: population figures updated as of November 2019.

The requirements in the 2020 budget are to respond to the needs of a planned 82.5 million people of concern (see Table 1). While the figures for 2018 reflect verified statistics, those for 2019 and beyond are planning figures based on the anticipated evolution of situations during the planning year, and taking into account the current population size, the average population growth, any expected movements, as well as changes in the status of people of concern to UNHCR.

When compared to 2018, the total number is expected to increase by approximately 7.2 million people, or 9.7%, by 2021. An increase is expected in the number of returnees (by 2.1 million or 353%), returned IDPs (by 3.3 million or 144%), others of concern (by 4 million or 106%), asylum-seekers (by 2.2 million or 62%).

Decreases are projected for IDPs (by 5.1 million or -12%), refugees (by 39,000 or -0.2%) and individuals under UNHCR's statelessness mandate (306,000 or -8%).

These trends can be explained by anticipated returns of IDPs in and refugees to the Democratic Republic of the Congo, Ethiopia, the Syrian Arab Republic and South Sudan, while further displacements in many of the larger refugee situations are expected to continue. Displacement from the Bolivarian Republic of Venezuela will largely drive the increase in the number of others of concern from 2018 to 2021. The anticipated number of refugee returns will be partially offset by increases in other populations largely through natural growth. Trends in planning figures are further elaborated upon in the regional summaries.

TABLE 2 | UNHCR's FINANCIAL REQUIREMENTS 2019-2021 | USD

REGION	2019 Current budget (as of 30 June 2019)	PILLAR				TOTAL	2021 Proposed budget
		1 Refugee programmes	2 Stateless programmes	3 Reintegration projects	4 IDP projects		
East and Horn of Africa and the Great Lakes	1,822,484,253	1,505,347,243	5,274,955	177,079,790	109,414,820	<b>1,797,116,808</b>	1,767,948,086
Southern Africa	292,047,749	227,133,978	9,409,927	6,233,495	58,458,424	<b>301,235,825</b>	333,832,820
West and Central Africa	551,766,380	392,571,239	14,881,470	47,209,649	101,041,249	<b>555,703,607</b>	543,741,781
<b>SUBTOTAL AFRICA</b>	<b>2,666,298,382</b>	<b>2,125,052,459</b>	<b>29,566,352</b>	<b>230,522,935</b>	<b>268,914,493</b>	<b>2,654,056,240</b>	<b>2,645,522,688</b>
The Americas	340,745,867	432,783,457	6,333,500	-	28,914,581	<b>468,031,538</b>	473,736,400
Asia and the Pacific	777,098,725	607,530,174	33,557,475	94,166,506	41,832,630	<b>777,086,785</b>	755,169,290
Europe	830,791,444	771,016,212	9,732,912	236,860	25,718,518	<b>806,704,503</b>	709,342,146
Middle East and North Africa	2,750,989,022	1,521,478,255	2,319,747	317,833,049	763,256,933	<b>2,604,887,985</b>	2,647,793,949
<b>SUBTOTAL FIELD</b>	<b>7,365,923,441</b>	<b>5,457,860,558</b>	<b>81,509,986</b>	<b>642,759,349</b>	<b>1,128,637,156</b>	<b>7,310,767,050</b>	<b>7,231,564,473</b>
Global programmes	461,988,936	490,356,427	-	-	-	<b>490,356,427</b>	518,819,951
Headquarters <sup>1</sup>	240,242,680	210,531,643	-	-	-	<b>210,531,643</b>	220,651,697
<b>SUBTOTAL PROGRAMMED ACTIVITIES</b>	<b>8,068,155,056</b>	<b>6,158,748,628</b>	<b>81,509,986</b>	<b>642,759,349</b>	<b>1,128,637,156</b>	<b>8,011,655,120</b>	<b>7,971,036,121</b>
Operational Reserve	549,406,802	624,025,861	-	-	-	<b>624,025,861</b>	612,798,491
"New or additional activities - mandate-related" Reserve	6,365,610	20,000,000	-	-	-	<b>20,000,000</b>	20,000,000
Junior Professional Officers	12,000,000	12,000,000	-	-	-	<b>12,000,000</b>	12,000,000
<b>TOTAL</b>	<b>8,635,927,468</b>	<b>6,814,774,489</b>	<b>81,509,986</b>	<b>642,759,349</b>	<b>1,128,637,156</b>	<b>8,667,680,981</b>	<b>8,615,834,612</b>

<sup>1</sup> The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$42.3 million for 2019, \$42.8 million for 2020 and an estimated \$40 million for 2021. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

### UNHCR's budget structure and methodology

UNHCR's updated programme budget for the 2020-2021 biennium is driven by extensive planning and formulated on the basis of comprehensive needs identified through a global needs assessment (GNA). Requirements are assessed through a participatory approach with people of concern and in consultation with various stakeholders in the field, and budgets are prepared to respond to the full range of needs identified. A thorough global review process also ensures that UNHCR's comprehensive plans adopt a realistic and coherent approach that aligns with the Global Strategic Priorities (GSPs) and the High Commissioner's 2017-2021 Strategic Directions.

The Strategic Directions set out five core directions:

- Ensuring protection.
- Effectively responding to emergencies.
- Promoting inclusion and self-reliance, including through the engagement of development actors.
- Empowering people of concern to UNHCR.
- Pursuing solutions.

With respect to the GSPs, these serve to steer planning in UNHCR's operations worldwide, and are designed as part of the Office's commitment to results-based management and to help it report on aggregated global results. These also align with UNHCR's commitments made under the 2030 Agenda for Sustainable Development, the World Humanitarian Summit, and the Grand Bargain. (For more information on these, see the chapter on the *Global Strategic Priorities 2020-2021*.)

The operational plans that constitute the GNA are intended to allow people of concern to not just survive, but to contribute to their community, whether it be a host community, pending realization of a durable solution, or the community in which people of concern find themselves with the realization of a durable solution. It is calculated on the projection of 82.5 million people of concern to UNHCR in 2020, and on the following:

- UNHCR's estimated capacity to implement the planned programmes with available resources.
- The presence and degree of involvement of other actors.
- The specific political and environmental context.
- Capital investments or requirements needed in infrastructure.

- The most cost-effective way of achieving the intended results.
- UNHCR's level of engagement and responsibilities in IDP operations within an inter-agency response.

The budget includes programmed activities, reserves and funding for Junior Professional Officers (JPOs).

Programmed activities are:

- Field operations – operational activities budgeted by region and carried out in operations around the world.
- Global programmes – technical activities undertaken by substantive divisions at UNHCR Headquarters but that are of direct benefit to field operations globally.
- Headquarters – work carried out by divisions and bureaux located in Geneva, Budapest Copenhagen and New York, which provide leadership and management, policy guidance, administrative support, and managerial and programmatic assistance to field operations.

The programme budget is also presented under the pillar structure, which represents the needs of particular population groups:

- Pillar 1: Global refugee programme
- Pillar 2: Global stateless programme
- Pillar 3: Global reintegration projects
- Pillar 4: Global IDP projects

The reserves are the:

- Operational reserve
- New or additional activities – mandate-related

As the budget can only be implemented to the extent that resources are made available during the implementation period, UNHCR maintains a phased approach and continuously reprioritizes and adjusts its programmes accordingly. Dynamic spending ceilings regulate the level of expenditure, authorized based on funding availability. UNHCR is also heavily bound by the way the funds are allocated to it. In order to address evolving operational requirements, UNHCR regularly reviews its financial situation, projected income and underfunded situations for real time allocation of resources, while respecting donors' earmarking.

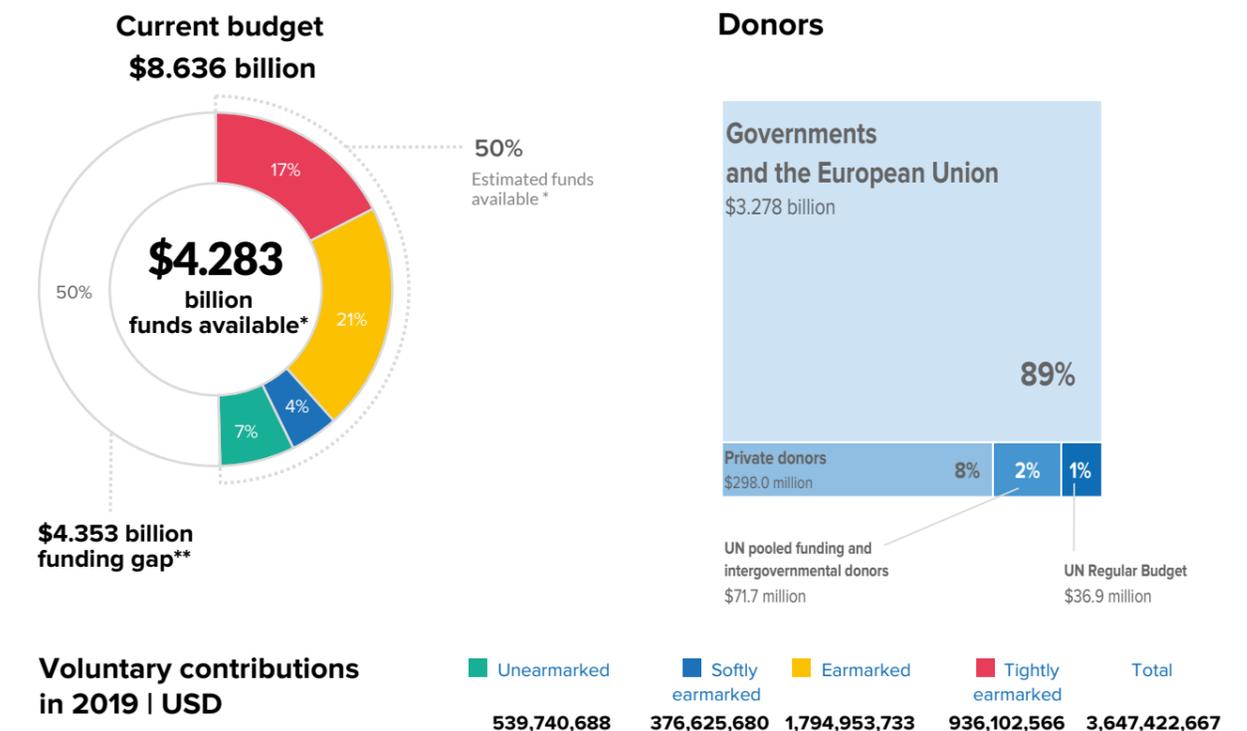
### OVERVIEW OF 2019 BUDGET AND FUNDING

At its 68<sup>th</sup> session in October 2017, the Executive Committee approved the original programme budget for 2019 of \$7.352 billion. In October 2018, the Executive Committee approved a revised budget for 2019 of \$8.591 billion based on updated needs. As at 30 June, the current 2019 budget stands at \$8.636 billion, including two supplementary budgets totaling \$107.4 million and a budget reduction of \$62.6 million. This resulted in a net increase of \$44.8 million (less than 1%) compared to the revised annual budget. The two supplementary budgets were established to address unforeseen needs in the Cameroon (\$35.4 million) and

Venezuela situations (\$72 million), while the budget reduction was a result of the revision of the population planning figures in Uganda for the Burundi, Democratic Republic of the Congo and South Sudan situations.

As of October 2019, UNHCR had received voluntary contributions of \$3.647 billion. Including carry-over, the United Nations Regular Budget, voluntary contributions with flexible implementation dates, and other estimated funds and adjustments, UNHCR had funds available to it totaling \$4.283 billion. Nine of the top 30 governmental and inter-governmental donors had contributed more than their 2018 totals, and five of these grew by more than 10%.

FIGURE 1 | OVERVIEW OF 2019 FUNDING (as of end-October)



\* Funds available: contributions (voluntary contributions and UN Regular Budget); carry-over; other income and adjustments.  
\*\* Percentages may not add up to 100% due to rounding.

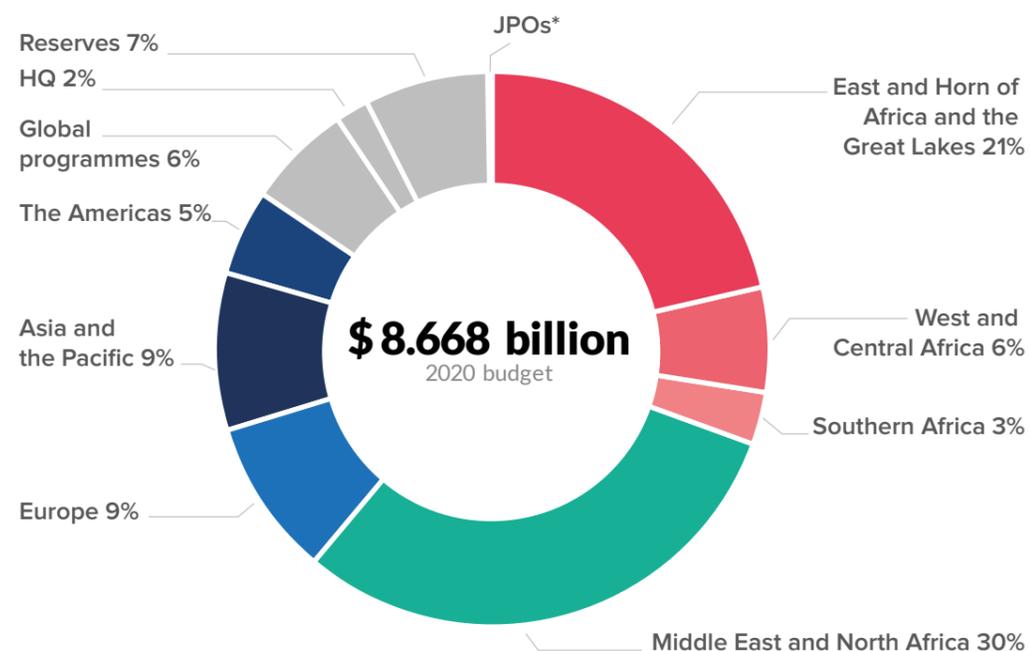
### 2020-2021 budget breakdown and operational focus

UNHCR's total budget is divided into programmed activities and reserves, which include the Operational Reserve, and the NAM (New or additional activities –mandate-related Reserve). Funding for Junior Professional Officers (JPOs) is also included. In 2020, compared to 2019, UNHCR's total budget of \$8.668 billion is a minor increase of \$31.8 million (0.4%).

The preliminary requirements for 2021, which will be revised in the first half of 2020, remain fairly stable with a minor overall decrease of \$51.8 million or 1% when compared to 2020.

Figure 1 provides a visual presentation of the percentage breakdown of the proportion of the total budget allocated to each of the seven geographical regions, to global programmes and Headquarters, to the reserves, and JPOs.

FIGURE 2 | 2020 BUDGET BY REGION | Percentage



\* JPOs: \$12 million or 0.1% of the 2020 budget

### PROGRAMMED ACTIVITIES

In 2020, programmed activities are \$8.012 billion with a net decrease of \$56.5 million, or 1% compared to 2019. In 2021, a further decrease of \$40.6 million or 1% is planned with a budget for programmed activities of \$7.971 billion. The majority of UNHCR's budget (84%) will be spent in the field. The largest single region will be the Middle East and North Africa with 36% of the field budget. However, the combined total of the three new Africa regions also comes to 36% of the field budget, reflecting continued and wide-scale needs.

A significant increase is planned in the Americas, \$127.3 million (37%), attributable

to the expected deterioration in the situation in the Bolivarian Republic of Venezuela and in the North of Central America, in particular along Mexico's border areas. No major changes are foreseen in budget requirements for Asia and the Pacific, West and Central Africa, or the East and Horn of Africa and the Great Lakes. A net increase of \$9.2 million (3%) is anticipated in Southern Africa, owing mostly to needs in Malawi. In the Middle East and North Africa, a \$146.1 million (5%) reduction is planned due to a decrease in needs under the IDP operations in Iraq and the refugee operations in Jordan and Lebanon in the context of the Syria situation. In Europe, a slight reduction is anticipated in the requirements for refugees in Turkey.

TABLE 3 | VARIANCE IN REQUIREMENTS 2019-2021 | USD thousands

	2019		2020		2020 vs 2019		2021		2021 vs 2020	
	Current Budget Amount	%	Budget Amount	%	Variance Amount	%	Proposed budget Amount	%	Variance Amount	%
<b>East and Horn of Africa and the Great Lakes</b>	1,822,484	21%	1,797,117	21%	(25,367)	-1%	1,767,948	21%	(29,169)	-2%
<b>Southern Africa</b>	292,048	3%	301,236	3%	9,188	3%	333,833	4%	32,597	11%
<b>West and Central Africa</b>	551,766	6%	555,704	6%	3,937	1%	543,742	6%	(11,962)	-2%
<b>SUBTOTAL AFRICA</b>	<b>2,666,298</b>	<b>31%</b>	<b>2,654,056</b>	<b>31%</b>	<b>(12,242)</b>	<b>0%</b>	<b>2,645,523</b>	<b>31%</b>	<b>(8,534)</b>	<b>0%</b>
<b>The Americas</b>	340,746	4%	468,032	5%	127,286	37%	473,736	5%	5,705	1%
<b>Asia and the Pacific</b>	777,099	9%	777,087	9%	(12)	0%	755,169	9%	(21,917)	-3%
<b>Europe</b>	830,791	10%	806,705	9%	(24,087)	-3%	709,342	8%	(97,362)	-12%
<b>Middle East and North Africa</b>	2,750,989	32%	2,604,888	30%	(146,101)	-5%	2,647,794	31%	42,906	2%
<b>SUBTOTAL FIELD</b>	<b>7,365,923</b>	<b>85%</b>	<b>7,310,767</b>	<b>84%</b>	<b>(55,156)</b>	<b>-1%</b>	<b>7,231,564</b>	<b>84%</b>	<b>(79,203)</b>	<b>-1%</b>
<b>Global programmes</b>	461,989	5%	490,356	6%	28,367	6%	518,820	6%	28,464	6%
<b>Headquarters</b>	240,243	3%	210,532	2%	(29,711)	-12%	220,652	3%	10,120	5%
<b>SUBTOTAL PROGRAMMES ACTIVITIES</b>	<b>8,068,155</b>	<b>93%</b>	<b>8,011,655</b>	<b>92%</b>	<b>(56,500)</b>	<b>-1%</b>	<b>7,971,036</b>	<b>93%</b>	<b>(40,619)</b>	<b>-1%</b>
<b>Operational Reserve</b>	549,407	6%	624,026	7%	74,619	14%	612,798	7%	(11,227)	-2%
<b>"New or additional activities - mandate-related" Reserve</b>	6,366	0%	20,000	0%	13,634	214%	20,000	0%	-	0%
<b>Junior Professional Officers</b>	12,000	0%	12,000	0%	-	0%	12,000	0%	-	0%
<b>TOTAL</b>	<b>8,635,927</b>	<b>100%</b>	<b>8,667,681</b>	<b>100%</b>	<b>31,754</b>	<b>0%</b>	<b>8,615,835</b>	<b>100%</b>	<b>(51,846)</b>	<b>-1%</b>

At Headquarters, the \$29.7 million reduction in 2020 reflects the relocation of the regional bureaux to the field, while the \$28.4 million increase in global programmes reflects investments that have been outlined in the chapter on *Transformative initiatives*, and on which more details may be found in the official budget document and in the updates provided to ExCom and the Standing Committee, and available on those websites.

UNHCR’s programme budget can also be broken down by pillar and by rights group.

The pillar structure represents the needs of particular population groups.

- Pillar 1: Global refugee programme.
- Pillar 2: Global stateless programme.
- Pillar 3: Global reintegration projects.
- Pillar 4: Global IDP projects.

Figure 3 displays the budgets by pillar, showing the portion of the programmed activities that has been allocated regionally. Pillar 1’s requirements of \$6.159 billion for the programmed activities—which excludes requirements for the reserves and JPOs—constitute 77% of the total requirements of the four pillars. Geographically, the three regions in Africa account for the largest component of the Pillar 1 budget at 35%, with the East and Horn of Africa and the Great Lakes region alone accounting for 24% of all Pillar 1 requirements for programmed activities. However, the region with the largest Pillar 1 budget is the Middle East and North Africa, at 25%.

Pillar 4 is the second largest budgeted pillar at \$1.129 billion, or 14%.

Pillars 2 and 3 represent 1% and 8% of the total budget respectively. The region with the highest regional percentages under Pillar 4’s budget is the Middle East and North Africa, at 68%, reflecting the extensive IDP emergencies in places such as Iraq, the Syrian Arab Republic and Yemen. For Pillar 2, the highest percentage will be spent in Asia and the Pacific at 41%, and for Pillar 3 in the Middle East and North Africa at 49%.

Figure 4 presents the consolidated field budgets by rights group, which are thematic groupings of objectives with a similar theme used for planning and budgeting, the total requirements for which come to \$7.311 billion. Of that total, \$3.848 billion, or 53%, is for providing basic needs and essential services such as shelter, health, water and sanitation, and food. It will also include the priority of assisting people of concern through cash-based interventions where this is the most appropriate modality, in line with UNHCR’s Grand Bargain commitments.

Assistance, including case support to meet basic needs and thereby ensure survival, is a key protection intervention and often a critical step to ensuring long-term protection. The provision of assistance where national social protection capacity is insufficient or not possible is also a key element in supporting protection interventions. The requirements for basic needs and services are slightly down on what was requested in 2019 and, given the focus on narrowing the humanitarian–development divide, expectations should be managed regarding decreases in what is required to provide people of concern with the basics for their survival and dignity.

FIGURE 3 | 2020 BUDGETS BY REGION AND PILLAR | USD millions

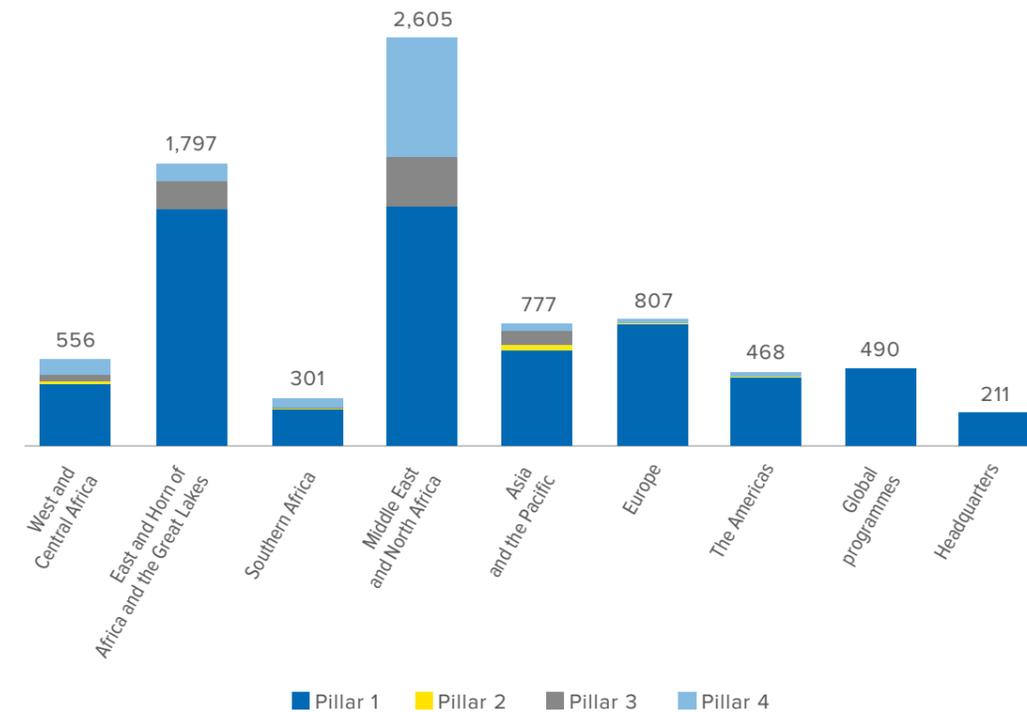
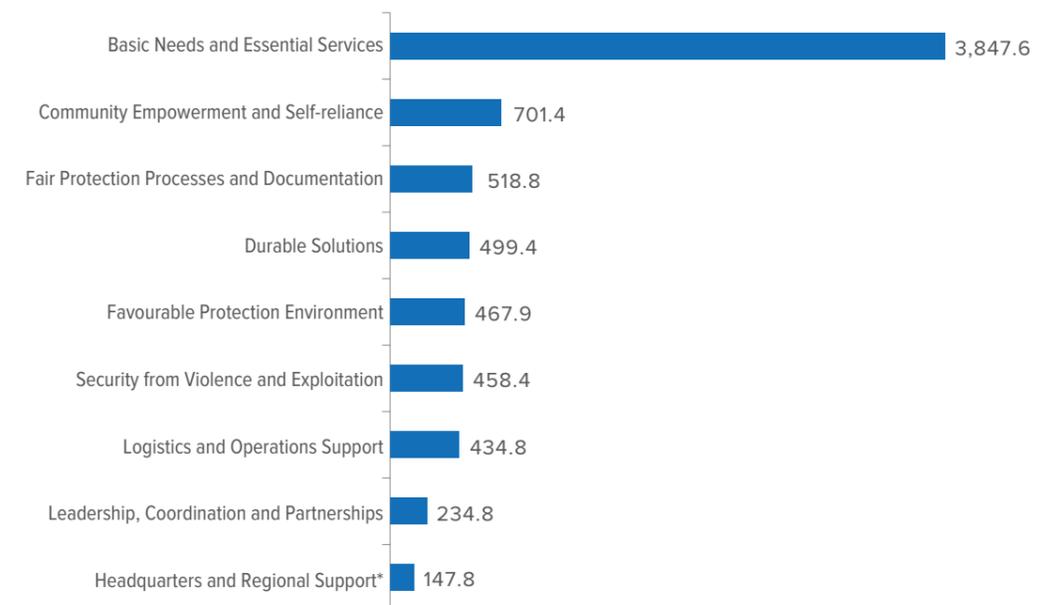


FIGURE 4 | FIELD BUDGET BY RIGHTS GROUP | USD millions



\*Excludes Headquarters and Global programmes budgets.

# Resource mobilization in 2020

## Key indicators for funding

- **Quantity:** the amount of funding received.
- **Quality:** whether the funding is earmarked or unearmarked, which determines in large part the flexibility of the funding.
- **Timeliness:** how early in the year funding is received.
- **Predictability:** how reliable or firm are the indications that funding will be received.
- **Diversification:** how wide is the range of donors from which funding is sought and secured.

Even as the number of people of concern to UNHCR continues to rise, the prospect of meeting their needs is clouded by an already difficult global humanitarian funding environment characterized by several systemic forces.

The first of these is increased pressure on the multilateral system. Around the world, governments find themselves compelled to weigh and defend humanitarian assistance against pressing domestic requirements, while the multilateral system itself is weakened by political tension and competing national priorities. Internationally, more crises demand attention and resources; by most measures the number of armed conflicts has grown over the past ten years, with the implications of a changing climate on human displacement an unknown but complicating factor. The strain on humanitarian assistance will only grow if, as some predict, the global economy experiences a recession in 2020.

## Diversification: broadening the donor base

Despite the volatile environment, UNHCR raised over \$4 billion for its programmes for the first time in 2018 and is on track to surpass that again in 2019. In fact, with minor exceptions in 2006 and 2017, UNHCR has registered an unbroken string of increasing and record annual contributions since 2003. This is evidence of both the escalating needs and donor confidence in the Office.

A challenge equal to raising adequate funding, however, is diversifying its source, with the goal to retain new donors and grow their contributions to UNHCR over time. Over the past decade the portion of public sector contributions to UNHCR has declined from 85% to 74%, which, when coupled with the steady growth of income, is a significant shift. The private sector more than doubled its share over that period (from 4% to 10%) and inter-governmental sources grew by nearly the same margin (7% to 13%).

Another positive trend towards diversification over the past few years is the increasing involvement of development-oriented donors which, as of mid-October 2019 had contributed \$175 million, a notable increase from the \$117 million received in 2017. Although not the primary aim of the Global Compact on Refugees or the Global Refugee Forum, the creation of complementary partner networks, along with new opportunities with international financial instruments, may generate additional support for the Office.

While there are encouraging trends, UNHCR continues to rely heavily on a relatively small number of governments for the bulk of its support. The top ten government donors, including the EU, still accounted for approximately 75% of UNHCR's funding in 2018, virtually unchanged from the level a decade earlier. This concentration exposes the Office to greater financial volatility. While the majority of top government donors to UNHCR have increased their support, four dropped by between 31% and 64% over the past four years.

## Timeliness and quality of funding

A critical factor in funding UNHCR's programmes is when contributions are received during the budget cycle; the earlier resources are received, the more effectively they can be planned for and implemented. The steady increase of contributions at the annual pledging event, held each December for the following year, is a positive and welcome trend. UNHCR continues to advocate for this timely support.

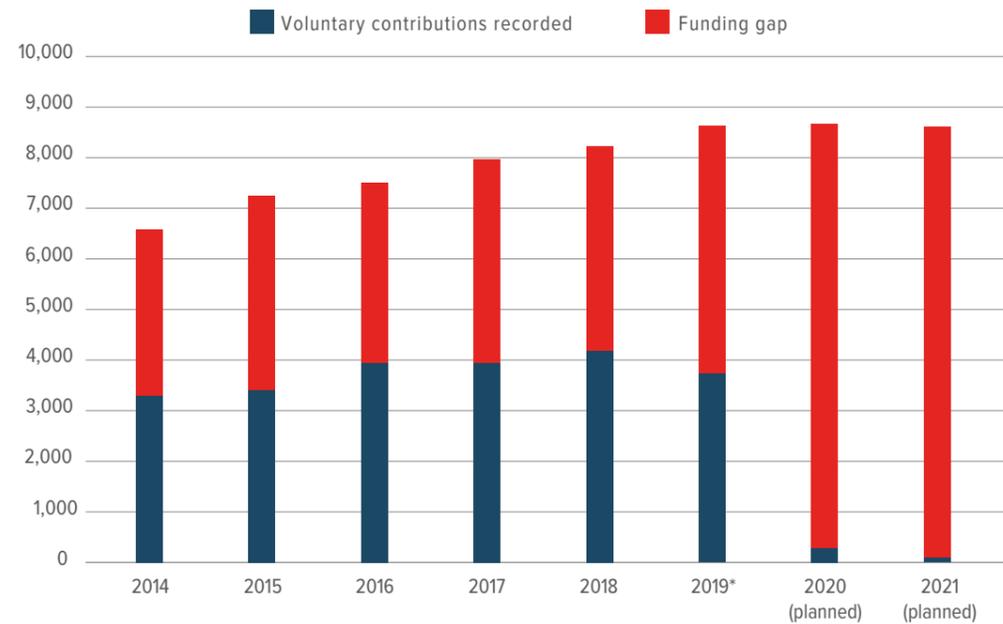
For example, 48% of the unearmarked funding UNHCR received in 2019 was received at the pledging conference in December 2018.

Another advance is the amount of contributions received for future budget years. At the time of writing, UNHCR had received \$268 million in 2019 for its 2020 programmes which would mark a high, in both relative and absolute terms, for support recorded for the following year's budget. This provides added predictability for programme management, an essential asset for expanding multi-year commitments, particularly to partners, with whom UNHCR is making a concerted effort to expand longer-term agreements.

Moving in the opposite direction, however, is the flexibility of government funding to UNHCR. Consistent with a decade-long trend, all indications are that 2019 will set a new high in the share of public sector contributions to a single country operation, or a specific activity within an operation. Among the four categories used by the Grand Bargain to grade the flexibility of funding, country-level earmarking by government donors has grown the most, from 45% in 2016 to 53% as of October 2019.

The Office continues to highlight how critical flexible funding is to its operations. It has enjoyed a degree of success, as the movement towards greater earmarking has been even more pronounced for other UN agencies. But for a programme-based agency, this drift is a major preoccupation.

FIGURE 5 | UNHCR's ANNUAL REQUIREMENTS vs VOLUNTARY CONTRIBUTIONS 2014-2021 | USD millions



\*Contributions recorded as of 10 October 2019

### Raising funds from the public sector

With the majority of its funding coming from the public sector, UNHCR is investing in and adapting its work with government donors. The broad lines of a resource mobilization strategy set out in 2018—strengthened dialogue, enhanced internal synergies, increased communications and collaboration with partners—continue to guide the Office’s approach, which now incorporates the regionalization and decentralization of the regional bureaux.

In 2019, the organization committed additional personnel to the Donor Relations and Resource Mobilization Service (DRRM) within the Division of External Relations (DER) in Geneva. A reinforced DRRM will be better able to build and maintain relationships with donors, identify opportunities for support and respond in appropriate fashion to the needs of counterparts. Another boost to these efforts has come in the form of UNHCR’s decentralization process.

Beginning in January 2020, each of the seven regional bureaux will have staff in place dedicated to external engagement and donor relations. This will help regional directors to interact more proactively with embassies and donors in the field, ensure better recognition and reporting on contributions, and foster local funding prospects. While the entry point and accountability for resource mobilization will remain with DRRM and DER, this increased capacity at field level will be an effective complement and will help UNHCR bolster dialogue with its partners.

A key facet of UNHCR’s strategy to mobilize additional public sector resources is the expansion of its risk management efforts, along with timely and transparent reporting on the use of contributions. The Office has strengthened feedback to donors across the range of integrity issues, including sexual exploitation and abuse and sexual harassment, instances of fraud, and disciplinary actions, as well as actions taken in response to independent audits (see the chapter on *Transformative initiatives*).

This complements an ongoing effort to enhance regular reporting channels to ensure they meet donor expectations and needs. Continuous improvements to the user experience with Global Focus have led to a consistent and substantial rise in the use of the donor-dedicated platform.

There was an average of 21,000 visits per month in 2019 compared to 16,700 in 2017, and 8,700 in 2016. The site is also being reconfigured with more extensive financial reporting which, linked to new donor profiles, provides more visibility.

UNHCR will also continue to transform and update its Global Report, starting with the 2019 edition, based on user surveys. Beyond its general interest, the publication remains a critical document for many government donors: of the \$4.183 billion in voluntary contributions UNHCR recorded in 2018, contributions totaling \$921 million required only the information contained in the Global Report as a statement. UNHCR has supplemented regular reports with information on thematic areas, underfunded situations, efficiency gains, and programme prioritization.

A priority remains to match the importance UNHCR attaches to unearmarked funding with suitable reporting and visibility. In addition to its determined push to improve donor recognition, particularly for contributors of flexible funding, DRRM has revised information material in order to better reflect the utility of unearmarked support in communications across the organization. These efforts will be enhanced with the completion of the current results-based management review, which will allow better reporting on the impact of financial support.

UNHCR’s report on the use of flexible funding in 2018



### Raising funds from the private sector

In the effort to diversify its funding, UNHCR aims to raise \$1 billion annually from the private sector by 2025, with 70% coming from individual donors and 30% from corporations, private philanthropists and foundations. This very ambitious objective reflected the need to diversify sources of income, particularly flexible funding, and reflected as well the importance of the private sector in contributing to resolve humanitarian issues and its willingness to engage with UNHCR in support of the refugee cause.

As recognized in the Global Compact on Refugees, finding sustainable solutions to refugee situations rests on strong and enduring partnerships. This includes partnerships with the private sector, as active contributors that can support not only through funding and in-kind donations of goods and services, but also through advocacy and expertise in terms of technology, employment, skills,

renewable energy and other areas. UNHCR will continue to invest in developing these partnerships, and in establishing new ones, looking increasingly at managing relationships with private donors locally. The Gulf countries have high potential for particularly strong private sector engagement.

Despite the private sector fundraising environment becoming increasingly challenging and competitive over the past two years, UNHCR has continued to grow (see Figure 6). Moreover, it is the fastest growing organization in the private sector fundraising over the last five years.

For 2020, UNHCR has set a target of raising \$520 million and defined the following priorities to achieve it:

- **Strategically invest resources** in priority countries, global partnerships, and fundraising programmes delivering loyal donors and the highest long-term net income growth.

- **Embrace the general public** as a key stakeholder and scale up communication, public engagement activities and campaigns in support of refugees. For example, the 2 Billion Kilometres to Safety campaign aims to raise \$15 million. In addition, the international expansion of the Ramadan campaign beyond the Middle East and North Africa region, including appealing for *zakat* funds, will continue in 2020 with the aim of increasing Islamic philanthropic funds from individuals as well as corporates and foundations. In 2020, two new fundraising strategies will launch to support cash-based interventions, including an innovative new digital product.
- **Develop partnerships** with corporations, foundations and private philanthropists, nurturing existing relationships while targeting new actors in the philanthropic sphere and offering innovative forms of collaboration. The overall strategy is to have a strong portfolio of long-term, impact-driven and mutually-beneficial relationships providing financial and other support. Of the overall private sector income to UNHCR, approximately 30% is expected to come from corporations, private philanthropists and foundations.

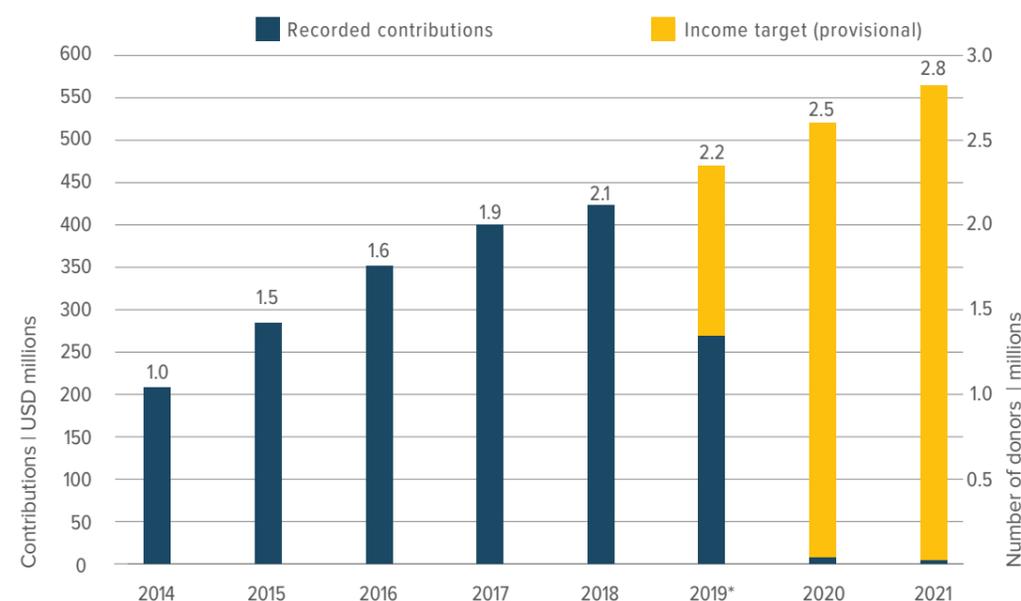
The vision is that UNHCR becomes the private sector's partner of choice on the issue of forced displacement. Reaching the goal of \$1 billion will require investment in a range of key priority areas. These will be to improve the experience of supporters; growing Islamic philanthropy, with UNHCR eligible to receive *zakat* funds providing it with a competitive advantage; expanding middle and major donor programmes; developing relationships with high net-worth individuals and foundations; legacy marketing and planned giving; digital transformation; and developing global campaigns and emergency preparedness mechanisms to drive income, engagement, and brand recognition.

In order to drive the priorities, UNHCR is expanding its fundraising networks. New National Partners have been established in Argentina, Switzerland and the United Kingdom, joining the six which already exist in Australia, Germany, Japan, Spain, Sweden and the United States of America.

2 Billion  
Kilometres  
to Safety



FIGURE 6 | CONTRIBUTIONS AND NUMBER OF DONORS FROM THE PRIVATE SECTOR | 2014-2021





#### Islamic Philanthropy in Focus – UNHCR’s Refugee Zakat Fund

UNHCR launched the Refugee Zakat Fund in 2019, an efficient and transparent structure meeting *zakat* regulations. Harnessing the power of *zakat*—a form of charitable contribution—enables UNHCR to assist the most vulnerable refugees and IDPs, with the Fund supporting people of concern in Bangladesh, Egypt, Iraq, Jordan, Lebanon, Mauritania and Yemen, and with the ambition to expand to other relevant UNHCR operations. As of October 2019, UNHCR had received \$42.2 million in *zakat* funds, thanks to a generous contribution of \$35.2 million from Thani Bin Abdullah Bin Thani Al-Thani Humanitarian Fund, \$4 million from Qatar Charity, as well as \$3 million from individuals through the Fund’s digital platform. UNHCR’s goal is to establish long-term partnerships that channel *zakat* funds in support of more than 1 million beneficiaries by the end of 2019. In 2020, UNHCR will continue to diversify partnerships with various *zakat* houses and Islamic financial institutions, with the aim of maximizing impact.



### Refugee response plans

For 2020, UNHCR will coordinate six regional refugee response plans (RRP) and lead inter-agency planning and coordination for large-scale or complex refugee situations. Two of those (the 3RP and the RRP for Nigeria) are co-led with UNDP and a third (the Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela) with IOM. Where appropriate, these appeals are an integrated yet distinct part of the inter-agency humanitarian response plans.

Refugee response plans contribute to the application of the Refugee Coordination Model articulating protection and solutions priorities and describing the needs of refugees and their host communities.

In the spirit of the GCR, the 2020 RRP's seek to integrate a solutions approach placing greater emphasis on self-reliance and resilience and aligning the refugee response with other humanitarian and development country programmes. UNHCR will ensure that the joint needs assessments, design of response and implementation will be informed and adjusted to the needs, concerns and ideas from the beneficiaries themselves. As multi-year plans covering 2020-2021, the RRP's are geared towards fostering close engagement of host governments and development partners to enhance support for host communities and encourage refugee inclusion in national and local development plans.

TABLE 4 | REGIONAL REFUGEE RESPONSE PLANS | 2019-2020

REGIONAL REFUGEE RESPONSE PLANS	2019			2020
	Inter-agency budget (USD)	Inter-agency funding received (USD)	Funding level as at 30 September 2019	Estimated Inter-agency budget (USD)
Burundi	292,917,608	92,351,942	32%	262,782,440
DRC	719,711,214	156,521,192	22%	632,496,950
Nigeria <sup>(1)</sup>	136,545,154	58,857,991	43%	180,693,191
South Sudan	1,365,963,859	441,593,850	32%	1,316,303,394
Syria 3RP <sup>(1) (2)</sup>	5,534,930,515	1,533,524,415	28%	5,000,000,000
Venezuela <sup>(2)</sup>	737,611,378	354,843,745	48%	1,346,045,282
<b>TOTAL</b>	<b>8,787,679,728</b>	<b>2,637,693,135</b>	<b>30%</b>	<b>8,738,321,257</b>

<sup>(1)</sup> co-lead with UNDP

<sup>(2)</sup> co-lead with IOM

<sup>(3)</sup> The Syria 3RP budget for 2020 is a preliminary figure pending finalization and approval by host countries.

### GLOBAL PROGRAMMES AND HEADQUARTERS

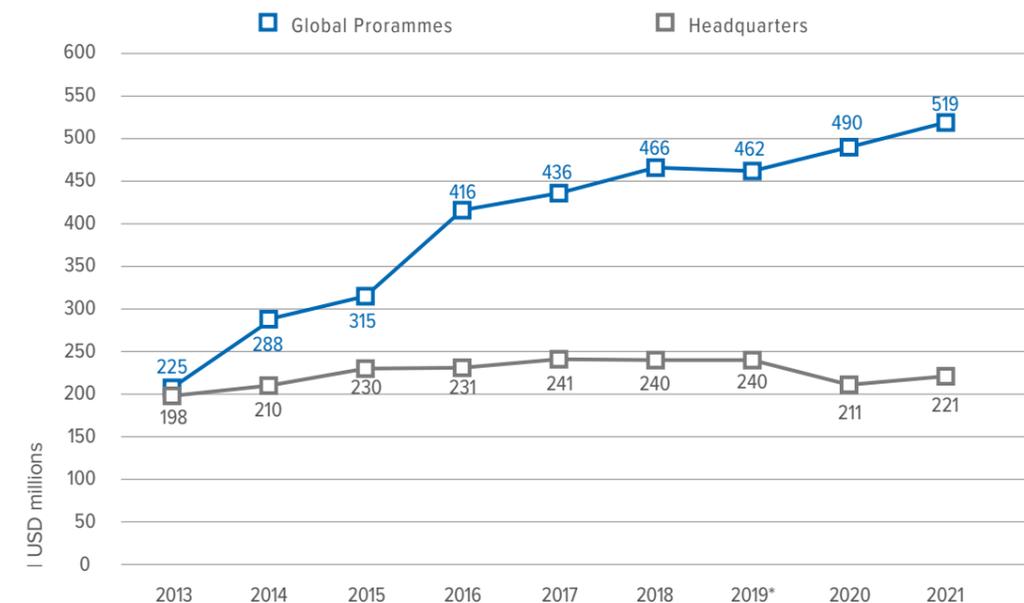
UNHCR undertakes a wide range of activities of a global nature that are managed by divisions at Headquarters. They coordinate and support field operations both operationally and through policy development. Global programmes show an increase of \$28.3 million in 2020, or 6%, compared to 2019. This is mainly due to adjustments planned for the Executive Direction and Management to better carry out important evaluation, legal and ethics services, in particular to enhance the Office's ability to handle allegations of sexual exploitation and abuse and sexual harassment. It also includes more investment in private sector fundraising; in education; and on global fleet management.

Headquarters costs fall into the categories of programme support and management and administration. Programme support comprises the costs of developing,

formulating and evaluating programmes by functional headquarters units that provide technical and administrative support to field operations. Management and administration comprises costs required to maintain the direction and leadership of the organization, such as executive direction and management, oversight, external relations, information technology and administration.

Given the regionalized context, some key investments are planned in Executive Direction and Management such as for the Governance Service in its key liaison function, and in the Ethics Office; to support the implementation of the Global Compact on Refugees; in workforce alignment; in UN reform-related activities; and in IT infrastructure. For 2020, Headquarters shows a decrease of nearly \$30 million, or 12%, compared to 2019's requirements, mainly due to the completion of the decentralization and regionalization process and the scaling down of Change Management.

FIGURE 7 | BUDGETS FOR GLOBAL PROGRAMMES AND HEADQUARTERS (PILLAR 1) | 2013-2021



\* as of 30 June 2019

TABLE 5 | BUDGETS FOR GLOBAL PROGRAMMES 2019-2021 | USD

ACTIVITIES	2019	2020	2021
	Current budget (as of 30 June 2019)	Budget	Proposed budget
<b>PROGRAMME (BY ACTIVITY)</b>			
Cash-based incentives	1,261,784	160,000	160,000
Durable solutions	8,279,022	1,720,000	4,769,000
Education-related projects	24,691,325	42,070,017	41,641,815
Emergency-related projects	36,885,731	71,750,000	71,550,000
Environment-related projects	850,000	250,000	250,000
Health-related projects	2,920,000	2,450,000	2,450,000
Innovation project	2,932,873	2,712,440	3,500,000
Private sector partnerships	126,538,973	139,269,590	157,617,048
Protection-related projects	5,498,126	4,197,054	3,341,054
Public information and media projects	11,608,560	10,345,581	11,573,964
Refugee women, children and adolescents	1,624,869	1,620,582	638,000
Registration, data and knowledge management	9,157,083	9,145,420	8,900,000
Research, evaluation and documentation	4,200,000	8,200,000	11,250,000
Resettlement	11,246,374	11,668,523	9,448,360
Shelter-related projects	23,665,876	10,300,000	10,300,000
Training-related projects	1,525,732	747,500	747,500
Miscellaneous	722,800	922,456	924,456
<b>SUBTOTAL PROGRAMME</b>	<b>273,609,128</b>	<b>317,529,162</b>	<b>339,061,197</b>
<b>PROGRAMME SUPPORT (BY DIVISION)</b>			
Executive Direction and Management	8,372,652	12,032,425	12,365,721
Division of External Relations	26,431,652	29,657,941	28,880,452
Division of International Protection	5,826,115	5,902,700	2,826,971
Division of Programme Support and Management	10,561,553	6,779,016	6,397,510
Division of Emergency, Security and Supply	34,470,846	19,420,460	18,961,864
Division of Resilience and Solutions	13,956,192	15,275,788	18,058,342
Division of Information Systems and Telecommunications	26,996,027	25,890,636	31,821,059
Division of Human Resources	32,002,685	30,760,601	30,980,335
Division of Financial and Administrative Management	5,183,827	4,905,163	4,905,163
<b>BUDAPEST GLOBAL SERVICE CENTER</b>			
Division of Emergency, Security and Supply	1,631,293	1,820,936	1,820,936
<b>COPENHAGEN GLOBAL SERVICE CENTER</b>			
Division of External Relations	9,052,444	9,964,862	8,937,934
Division of International Protection	1,130,215	592,957	217,688
Division of Programme Support and Management	11,237,725	8,335,324	12,096,324
Division of Resilience and Solutions	-	-	-
Division of Information Systems and Telecommunications	1,526,581	1,488,456	1,488,456
<b>SUBTOTAL PROGRAMME SUPPORT</b>	<b>188,379,808</b>	<b>172,827,265</b>	<b>179,758,754</b>
<b>TOTAL</b>	<b>461,988,936</b>	<b>490,356,427</b>	<b>518,819,951</b>

TABLE 6 | BUDGETS FOR HEADQUARTERS<sup>1</sup> 2019-2021 | USD

DIVISIONS/DEPARTMENTS	2019	2020	2021
	Current budget (as of 30 June 2019)	Budget	Proposed budget
<b>EXECUTIVE DIRECTION AND MANAGEMENT</b>			
Executive Office	5,162,273	5,662,273	5,660,662
New York Liaison Office	4,817,945	4,735,944	5,415,292
Inspector General's Office, including audit services	11,445,942	11,438,267	11,476,152
Legal Affairs Service	4,990,122	4,945,505	4,945,505
Governance Service	2,473,754	5,570,753	2,898,654
Office of the Ombudsman	552,246	500,995	628,752
Change Management <sup>2</sup>	4,951,351	2,996,315	2,996,315
Ethics Office	2,379,310	3,297,022	3,416,817
Enterprise Risk Management	1,410,868	1,479,310	1,479,310
Evaluation Service	3,558,879	2,683,719	3,064,397
<b>SUBTOTAL EXECUTIVE DIRECTION AND MANAGEMENT</b>	<b>41,742,690</b>	<b>43,310,103</b>	<b>41,981,856</b>
<b>REGIONAL BUREAUX</b>			
Office of the Director for Africa	10,234,486	-	-
Office of the Director for the Middle East and North Africa	6,410,159	-	-
Special Envoy for the Central Mediterranean Situation	225,902	-	-
Office of the Director for Asia and the Pacific	5,475,105	-	-
Office of the Director for Europe	7,002,968	-	-
Office of the Director for the Americas	4,940,381	-	-
<b>SUBTOTAL REGIONAL BUREAUX</b>	<b>34,289,000</b>	<b>-</b>	<b>-</b>
<b>DIVISIONS</b>			
DIVISION OF EXTERNAL RELATIONS	25,183,531	25,833,480	28,971,667
DIVISION OF INTERNATIONAL PROTECTION	14,451,225	16,160,615	16,050,778
DIVISION OF RESILIENCE AND SOLUTIONS	2,874,037	3,149,236	3,149,235
DIVISION OF PROGRAMME SUPPORT AND MANAGEMENT	14,262,080	12,815,582	12,869,581
DIVISION OF EMERGENCY, SECURITY AND SUPPLY	1,688,760	1,728,737	1,713,737
DIVISION OF INFORMATION SYSTEMS AND TELECOMMUNICATIONS	25,141,714	25,494,965	33,710,268
DIVISION OF HUMAN RESOURCES	14,006,136	15,400,814	15,349,813
DIVISION OF FINANCIAL AND ADMINISTRATIVE MANAGEMENT	27,156,861	27,857,484	27,837,611
<b>SUBTOTAL DIVISIONS</b>	<b>124,764,344</b>	<b>128,440,912</b>	<b>139,652,690</b>
<b>BUDAPEST GLOBAL SERVICE CENTER</b>			
Management Unit	4,213,731	4,181,778	4,247,878
Specialized sections and services	30,098,308	29,424,243	29,412,653
<b>SUBTOTAL BUDAPEST GLOBAL SERVICE CENTER</b>	<b>34,312,039</b>	<b>33,606,022</b>	<b>33,660,531</b>
<b>COPENHAGEN GLOBAL SERVICE CENTER</b>			
Management Unit	4,407,035	4,447,035	4,479,559
<b>SUBTOTAL COPENHAGEN GLOBAL SERVICE CENTER</b>	<b>4,407,035</b>	<b>4,447,035</b>	<b>4,479,559</b>
Staff Council	727,571	727,571	877,060
<b>TOTAL</b>	<b>240,242,680</b>	<b>210,531,643</b>	<b>220,651,697</b>

<sup>1</sup> The Annual Programme Budget includes allocations from the UN Regular Budget as follows: \$42.3 million for 2019, \$42.8 million for 2020 and an estimated \$40 million for 2021. All values are provisional, subject to approval of final United Nations Programme Budget and subsequent recosting.

<sup>2</sup> Change Management will be restructured to Transformation and Change Service as of January 2020.